The Food Development Centre

A Special Operating Agency of
Manitoba Agriculture and Food

Annual Report

2001-2002

"Manitoba's
future in agri-food "

Minister of Agriculture
and Food

Room 165
Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

His Honour
The Honourable Peter M. Liba
Lieutenant Governor of Manitoba
235 Legislative Building
Winnipeg MB R3C OV8

Your Honour:

As Minister Responsible, I have the privilege of presenting, for the information of Your Honour, the Annual Report of the Food Development Centre for the fiscal year ended March 31, 2002.

Sincerely,

Rosann Wowchuk

Rosann Wowchuk
Minister

Manitoba

Deputy Minister of
Agriculture and Food

Room 159
Legislative Building
Winnipeg, Manitoba CANADA
R3C 0V8
(204) 945-3734

The Honourable Rosann Wowchuk
Minister of Agriculture & Food
165 Legislative Building
Winnipeg, MB R3C OV8

Dear Minister:

I have the privilege of presenting to you the Annual Report of the Food Development Centre (FDC) covering the year ended March 31, 2002. It has been an honour for me to serve as Chairman of the Advisory Board for the Food Development Centre.

With the assistance of that Board, management and staff have successfully assisted Manitoba's agri-food industry to contribute an additional $1,090,000 in GDP and $99,000 in provincial taxes to the Province over the next 5 years.

Yours sincerely,

Don Zasada
Deputy Minister

FOOD DEVELOPMENT CENTRE

Bringing ideas to market

Don Zasada
Deputy Minister of Agriculture and Food
Chair, Advisory Board
Food Development Centre

Dear Mr. Zasada:

It is my pleasure to present the Annual Report of the Food Development Centre (FDC), for the year ended March 31, 2002. This report outlines the accomplishments of the Food Development Centre that have been achieved in fulfilling the mission to facilitate the creation and expansion of agri-food businesses to generate wealth for Manitoba and Manitobans.

The management and staff are particularly proud of the following achievements, which clearly indicate FDC's past success and benchmark FDC's role in economic development:

- ***the creation of growth by 10 new employment opportunities;***
- ***the approval of its 5-year strategic plan;***
- ***the servicing of 27 projects;***
- ***the development of 13 new food products;***
- ***the addressing of 697 requests for information;***
- ***the presentation of 9 leading-edge technology training seminars;***
- ***the training of 540 individuals at the leading-edge technology seminars***

We thank you for the ongoing support of both yourself and the department. We are proud of the success of our clients and of the role we have been able to play in the economic growth of Manitoba.

Yours sincerely,

Dave Donaghy
Chief Executive Officer

Box 1240 • 810 Phillips Street • Portage la Prairie, Manitoba • R1N 3J9
Toll-Free 1-800-870-1044 • Ph. (204) 239-3150 • Fax (204) 239-3180
A Special Operating Agency of Manitoba Agriculture and Foo

In 2001/2002 FDC's Activities facilitated:

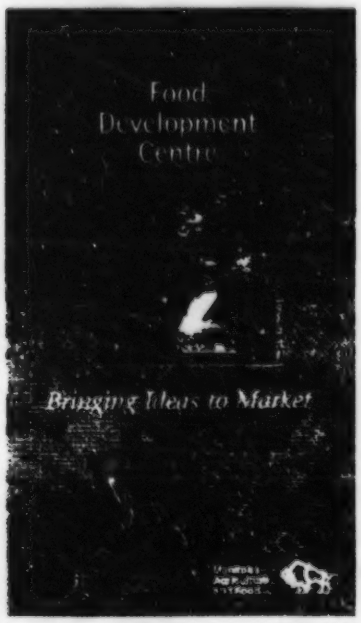
The Creation of 10 New Jobs,

The Development of 13 new food products,

An expected contribution of $1,090,000 in GDP

and $99,000 in provincial taxes over the next

5 years



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I. THE FUTURE CREATED---

I.1 ---for Manitoba's agri-food industry

If ever there was an opportune time for Manitoba to create a future for its agri-food industry, it is ***now***. Manitoba has a long established tradition of being a major Canadian exporter of primary agricultural products throughout the world. As competition in the global market increases and trade policies change, it has become both crucial and timely for Manitoba to move boldly towards greater value-added processing of our diverse and high quality commodities. Exporting value-added processed food products is a thriving international opportunity that will result in higher returns for Manitoba industry.

Since 1977, Manitoba's agri-food industry has been trained, enhanced and supported by the Food Development Centre (FDC). FDC was the first facility of its kind in Canada and has served Manitoba well by providing service to both large and small food processors, with focus on the smaller, beginning enterprises. In December 1999, FDC joined Manitoba Agriculture and Food (MAF), to form a partnership that is committed to the diversification and development of Manitoba's agri-food industry.

However, there is an urgent need to upgrade the facility and equipment as the plant cannot meet federal standards for meat and dairy products, and processing equipment is inefficient. In response to this need, during 2001/2002 all levels of government worked together to create an exciting new opportunity. Although the following official announcement was not made until the first quarter of 2002/2003, the decision to continue and expand support of FDC and the agri-food industry was very definitely an activity of the 2001/2002 operating year. As such, the staff and management of FDC are pleased to include this press release as the highlight of its 2001/2002 activities:

Manitoba Agriculture and Food Minister Rosann Wowchuk

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MANITOBA GOVERNMENT NEWS RELEASE
News Media Services, Rm. 29, Legislative Bldg.
Winnipeg, Manitoba, Canada R3C 0V8
Ph: (204) 945-3746 Fax: (204) 945-3988
E-MAIL iservice@leg.gov.mb.ca

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Manitoba is distributing this news release on behalf of the governments of Manitoba and Canada.
April 26, 2002

PORTAGE LA PRAIRIE FOOD DEVELOPMENT CENTRE EXPANDING SIZE AND BUSINESS

An $11 million renovation and expansion project at the Food Development Centre in Portage la Prairie was announced today by Manitoba Agriculture and Food Minister Rosann Wowchuk and Reg Alcock, MP for Winnipeg South, on behalf of Lyle Vanclief, Minister of Agriculture and Agri-Food.

The Food Development Centre (FDC) provides a timely and cost-effective way for the agri-food industry and entrepreneurs to produce safe, high-quality food products. Working with Manitoba Agriculture and Food, the centre provides services in process and product development, training and seminars, library and information access, and rental of its commercial pilot plant facilities.

"As global competition increases and trade policies change, it is essential for us to support greater value-added processing of our high quality, diverse commodities," Wowchuk said. "Because of this investment, Manitoba will have a unique centre of excellence for applied research and development in processing and packaging all types of food produced in Manitoba."

Reg Alcock, MP for Winnipeg South, announced $2.9 million in federal funds to support the FDC. This money represents the federal interest portion of Manitoba's Gross Revenue Insurance Plan (GRIP) surplus.

"Today we are answering a call by the Province of Manitoba to leave the federal interest portion of GRIP funding where it can do the most good: within the province's agriculture and agri-food sector," said Alcock. "This money will benefit Manitoba's food processing sector by allowing the FDC in Portage la Prairie to enhance its facilities and replace outdated equipment."

Wowchuk said Manitoba's share of the funding is $7.9 million. The venture is expected to create 335 jobs in the private sector and through spin-off business over the next five years. The redeveloped facility will provide space for Great Plains Aseptic Processors, a new Manitoba company that will use Tetra Pak technology to operate a commercial liquid food processing and packaging facility for the province's food industry.

The existing Food Development Centre facility will be renovated to qualify for Canadian Food Inspection Agency registration, which will allow clients to develop, process and package products

on-site for sale to interprovincial and international markets.

The City of Portage la Prairie and the Rural Municipality of Portage la Prairie will provide a grant in lieu of taxes, equivalent to an investment of $800,000 over eight years.

Wowchuk said approximately $1.3 million from the Agri-food Research and Development Initiative will also fund research and development projects using Great Plains Aseptic Processors equipment.

Manitoba's Food Development Centre was the first facility of its kind in Canada, and became part of Manitoba Agriculture and Food in December 1999. The centre is committed to the diversification and development of Manitoba's agri-food industry, working with new, small and large food processors to move products from the idea stage to the consumer market.

"This announcement is history-making, as the expansion and upgrade will make the Food Development Centre the only one in North America with the projected capabilities. This is the start of something really big, bringing our food lab to a new level," said Portage la Prairie Mayor Ian MacKenzie. "The announcement today is a result of work and co-operation between four governments, including the City and Rural Municipality of Portage la Prairie and the governments of Manitoba and Canada. It is a giant step forward for the agricultural processing industry in Portage la Prairie and for research, micro processing and food packaging."

"The municipality welcomes the expansion of the Food Development Centre. Your capabilities for assisting the development of marketable products will be greatly enhanced," said Portage la Prairie Reeve James Knight. "Partnering by all levels of government together with private enterprises is the way of the future. We are proud to be a part of this partnership."

Wowchuk noted that this initiative has the potential to become a focal point for economic development over the long term, with as many as 1,400 jobs being created over the next 15 years. These jobs will contribute an estimated $123 million to Manitoba's gross domestic product and $17 million to provincial taxes.

Assisting organizations such as the FDC in its efforts to help agriculture and agri-food businesses remain competitive and access markets is consistent with the Agricultural Policy Framework (APF), a federal-provincial-territorial action plan in partnership with industry to brand Canada as the world leader in food safety, innovation and environmentally responsible production. The APF, agreed to in principle in June 2001 by Canada's agriculture ministers, will take a comprehensive, industry-wide approach to securing the long-term prosperity and success of the agriculture and agri-food sector.

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I.2 – using FDC's present strengths and values

What is FDC? – FDC is a group of committed individuals trained and experienced in the food science and engineering fields, that operates in three service areas, Product and Process Development, Information, and Educational Services. FDC's vision is *"increased employment and wealth through enhanced development of Manitoba as a global source of high quality foods."*

What is FDC's mission? - With the support of MAF, FDC's mission is *"to provide leadership in the creation, expansion and diversification of the agri-food industry through its industry networks and expertise in food processing."*

What does FDC do? - FDC facilitates the creation of employment opportunities and wealth within the Province of Manitoba. FDC makes an economic impact through the creation of private sector jobs.

What does FDC value? – FDC values its role as a facilitator of economic development within the Province. Its goals are:

1. To provide up-to-date, unbiased technical information to the agri-food industry, with emphasis on leading-edge technologies in product and process development.

2. To provide technical and federally accredited pilot plant services for the production of safe and wholesome food products.

3. To provide Manitoba with a unique liquid food packaging facility through a partnership with Great Plains Aseptic Processors.

4. To provide education and training to industry through technical seminars and workshops.

5. To create awareness of value-added processing of agri-food commodities and promote the capabilities of the Food Development Centre.

6. To promote the creation of a seamless agri-food development process within Manitoba Agriculture and Food, from idea conceptualization to product marketing.

7. To ensure co-ordination and effective use of resources across the agri-food sector through liasing with industry, academia and government.

8. To participate in co-operative projects that will influence the production of primary products that may be processed within Manitoba.

What will the FDC's future be? FDC will experience great changes as it repositions itself to become the technological leader to Manitoba's agri-food industry. These changes will result from the dedication of its capital funding to the following areas:

$ 2.4 million	renovation of FDC's existing facility to meet federal (Canadian Food Inspection Agency) registration. This registration will enable FDC's clients to develop, process and package products on-site that can be sold throughout Canada and exported throughout much of the world.
$ 1.4 million	added space to house Great Plains Aseptic Processors (GPAP), a new Manitoba firm that will utilize Tetra Pak technology to operate a commercial liquid food processing and packaging facility for Manitoba's food industry.
$ 7.1 million	implement a capital acquisition plan that directly addresses the food processing requirements for the value-added diversification of Manitoba's agricultural commodities.
$ 0.045 million	to cover the capital costs of implementing the Province's desktop computer system.
$10.945 million	**Total Investment**

How will FDC measure its future success? – As part of its strategic planning process, FDC evaluated the relevance of the measurements that had previously been used to determine its success. FDC contracted with the Manitoba Bureau of Statistics (MBS) to place a value on FDC's economic impact. MBS reviewed the operating results of 33 representative FDC clients (1999/2000), who reported that 37 new jobs were created with an associated increased annual revenue of $1.035 million. Recognizing that other factors also impacted on this economic development, 60% of the increased revenue and 40% of the new jobs were attributed to the assistance provided by FDC. MBS also included the direct impacts of FDC's 1999/2000 operations and proposed investments in their evaluation. (For clarity of on-going reporting, the values per job created were converted to equivalents for each new job created.) From this analysis, MBS concluded:

- Each new job created as a result of FDC's activities will increase the Province's Gross Domestic Product at market price by $19.8 thousand per year.
- Each new job created as a result of FDC's activities will increase provincial tax revenue by $1.8 thousand per year (Local taxes will be increased by $0.7 thousand and federal taxes will be increased by $2.5 thousand).
- In 1999/2000, FDC's direct and indirect operations created 22 other direct and indirect/induced jobs and provincial tax revenues of $241.0 thousand.

I.3 --- will create wealth in Manitoba

With this new investment, FDC's targets the creation of **100 new jobs each year**, with each job lasting an average of **5.5 years** within the firms targeted by FDC. Over the 15 year life span of the equipment, FDC support to food processors will increase provincial GDP by **$123 million** and provincial taxes by **$17 million ($11.1 million on new employment opportunities, $5.1 on direct operations and $0.8 million on renovations)**.

I.4 --- will create a New Industry in Manitoba

As previously mentioned, FDC will utilize a portion of its investment to develop a strategic alliance with Great Plains Aseptic Processors (GPAP). This alliance will provide industry with the unique capability of packaging juices, soups and sauces using a multi-faceted technology that is currently not available in Canada. It will provide access to leading edge technology, the ability to utilize this technology and the opportunity to capitalize on the results of its products. GPAP will utilize state of the art equipment made by TetraPak, a multi-product equipment company present in more that 150 countries with a mission to develop business propositions that bring value added processing and/or packaging to existing or new sustainable agri-businesses in the prairies.

There will be two distinctive branches to this operation. A research and development component, provided by FDC, will develop and evaluate new food products from Manitoba commodities using the facility's technology. Under an investment by the Agriculture Research and Development Initiative, pilot plant time will be made available for this development. The product/process scale-up will be carried out with a commercial system and products will be produced for test marketing.

There will also be a large-scale commercial side, which will provide the technology to industry for the processing and packaging of commercial products. This will be used primarily as a fee-for-service facility for clients from both within and outside Manitoba. This operation will be self-sustaining and produce a revenue stream to cover long-term operational and capital costs including lease revenue to FDC for the facilities.

II. FDC's FUTURE IS THE FUTURE OF ITS CLIENTS

Manitoba's agri-food industry uses FDC's services to create growth and wealth out of opportunities. The following two articles are dynamic examples of clients who have worked with FDC to literally create their future:

II.1 Honey of an idea launched through Food Development Centre

Manfred Villing has a honey of an idea.

By Jodi Ferguson

This Winnipeg inventor and entrepreneur knew if he could combine the delectable flavour of honey with the smooth, spreadable consistency of butter, he could revolutionize the breakfast spread industry. But much like oil and water, honey and butter do not mix without a lot of hard work and coaxing. And that's where the technical staff at the Food Development Centre came in.

"I was tired. I was disappointed. I was spending thousands of dollars. I needed to find a place for acceptance," says Villing, President of Wittmann Foods International Inc. "I found the right place finally."

Villing, 57, says he immediately felt at home with the qualified staff at the Food Development Centre. At a technical and laboratory level, they helped him with research and development he would not have been able to carry out on his own. FDC and MAF were also instrumental in helping him gain access to the Manitoba Milk Marketing Board and a major honey producer for the raw products he needed.

Villing has had a diverse career. His first job as a boy in his native Germany was working in his father's bakeshop, decorating cakes and making gingerbread men. Later, he studied and was employed in window dressing and interior design. After coming to Canada in 1961, he applied his considerable creative abilities to residential construction. But his entrepreneurial mind was always coming up with new ideas for products that would one day hit the market. One of those ideas was a patented easy-pour spout for milk and juice boxes. His heart never strayed far from the food industry where he started forty years earlier, and he became interested in developing and marketing a breakfast spread consisting of the two delicious tastes of honey and butter. The concept had been tried years ago in Europe with little success. Villing felt that the product had potential, if only he could get the two key ingredients to combine without risk of separating.

He began experimenting in his kitchen at home and then brought a sample to the University of Manitoba's food science department for testing. In the meantime, he performed further research and educated himself by taking courses in dairy science. What he discovered strengthened his resolve: Canada has an abundance of both butter and honey and Villing knew it would be no problem to find excellent quality raw ingredients for his product.

Then fate intervened. Seven years ago a professor at the University of Manitoba introduced Villing to a consultant at what was then the National Agri-Food Technology Centre (NAFTC) in Portage la Prairie. Villing welcomed the suggestion to bring his fledgling product out to the Centre, now FDC, for further testing and development. And Villing has never looked back.

The food product consultants and pilot plant technicians at FDC faced major challenges in helping Villing develop his honey butter product. First, they had to find an effective binding agent to keep the honey and butter together and give the product a shelf life of at least six months. Next, they had to figure out a way of preventing the honey from crystallizing. Villing also was committed to maintaining the product's high quality taste, consistency and nutritional value while using the least amount of preservatives.

One of Villing's first moves was to launch a marketing survey to gauge the consumer perception of a honey butter spread. Villing has travelled frequently to trade shows, handing out samples of his honey butter, and the reaction has been extremely positive. Because of the way it is processed, the honey butter is lower in fat than regular butter and combines with the natural goodness of Manitoba produced honey.

The refrigerated version of the honey butter is now complete and will be stocked with products like butter and cream cheese in the dairy section of grocery stores. Along with food product consultants at FDC, Villing is now working to perfect a shelf-stable version of the honey butter that he is hoping to export. The product will be located in grocery store aisles with other spreads such as peanut butter and jams.

In addition to the original honey butter flavour, Villing and the FDC product development staff have been experimenting with variations, including strawberry, banana and lemon honey butters.

Despite the myriad of challenges in launching a new food product to the general public, Villing expects to see Wittmann's Original Honey Butter on grocery store shelves by autumn of this year. He also hopes to launch the shelf-stable version in such distant locales as Chile and Brazil and he welcomes help exporting the product.

Now that Wittmann's honey butter is ready to make its debut, Villing will have to find a place to produce it. He is considering a facility close to FDC in Portage la Prairie.

II.2 Best-kept Prairie secret makes waves in Europe, America

By Jodi Ferguson

The best-kept secret on the Prairies is about to become the talk of the town at European and American tables.

The humble saskatoon berry has long been a Prairie staple, but in recent decades it has been eclipsed in popularity by strawberries. However, this unsung hero of the Prairie provinces is quickly making up for lost time in U-pick operations and value-added processing.

John and Kim Ritz of Petersfield are at the head of the table with Prairie Lane Saskatoon Berry Fruit Topping. Developed and processed at the Food Development Centre in Portage la Prairie, the fruit topping is garnering raves from European and American consumers at food shows and specialty stores.

But it has been a long haul to get this far and the Ritzes say they couldn't have done it without the help of the Food Development Centre. Throughout the process of researching and developing their product, agriculture officials had directed them to the food centre and they were relieved to discover the range of services offered there.

"We were basically told they could help take our product from concept to shelf and that put our minds at ease because we were totally ignorant of the whole process," says Mr. Ritz.

It was 1988 when the Ritzes began considering ways to make their family farm create an income for them after retirement. Mr. Ritz was already working full-time for a utility company to supplement his on-farm income, and although neither was near their golden years, the pair realized they would have to plan ahead. They wanted to do something that would allow them to interact with people while creating a supplemental income that would leave their winters free for travel. The couple initially considered growing strawberries, but a savvy Small Fruit specialist with Manitoba Agriculture and Food steered them in a different direction.

"He said saskatoons would be the strawberry of the future," John Ritz recalls.

The Ritzes spent two more years researching and assessing the situation before taking the plunge. In 1991, they seeded five acres of saskatoon cuttings. Their U-pick operation was ready to open four years later in 1995. But the couple wasn't the only ones who recognized saskatoons as the Cinderella crop of the fruit industry. Other growers were planting U-pick patches in droves, and they quickly realized they would have to diversify before the market became saturated.

"We knew with all these growers coming on it was going to be an issue and we thought it would be better to address it in advance than when it became a crisis situation," says Mr. Ritz.

Realizing that saskatoons are grown nowhere in the world but the Prairie provinces, the Ritzes opted to begin offering their fruit to the rest of the world. They settled on an old family recipe for a saskatoon fruit topping which could be eaten at any time of the day. It could serve as a waffle and pancake topping in the morning or complement ice cream for dessert. But when it came to the actual development and processing of their berries, the Ritzes were stumped.

That's where the Food Development Centre came in. The technical staff at FDC helped them with such things as nutritional analysis and labelling requirements. But the critical part, says Mr. Ritz, was fine-tuning their old family recipe so it could be bottled, shelved and used in commercial applications.

The recipe called for whole berries suspended in their own thick syrup. That meant the berries had to be carefully picked, stored and processed so as not to lose their shape. FDC staff referred them to specialty manufacturers, where they were able to find the ideal equipment for harvesting and processing their precious fruit. Along with the University of Manitoba, they developed a fast-freeze blast freezer using air as the freezing medium. The machine, the first of its kind in the world, allows them to freeze saskatoons within one hour of picking and grading.

To meet the demand for their product, the Ritzes have begun buying berries from producers who meet their stringent post harvest standards. Berries are fast-frozen and trucked to Portage la Prairie, where they are processed at the Food Development Centre.

Staff at FDC also shared their knowledge of world markets. The Ritzes wanted to export their product but had no clue how to go about it.

"There were some serious challenges in that respect but FDC was able to gain access to a lot of information for us that helped identify labelling requirements and jar size," Ritz adds.

As a result and with the marketing expertise of MAF, Prairie Lane Saskatoon Berry Topping is now shipped to England, The Netherlands and Scandinavia, and it is poised to enter the United States market this spring. It is sold largely through specialty food stores and to the food service industry. The topping was recently selected by the media as "most unique" from among 8,000 exhibitors at a gigantic food products show in Paris, France. And here at home, it received the 2000 Genesis Award for Best New Food Product in Western Canada.

SECTION III. FDC's PAST SUCCESS – THE FOUNDATION OF THE FUTURE

"All our past acclaims the future." -Swinburne

In recognizing the important role of FDC in Manitoba's future, governing bodies acknowledged and affirmed FDC's significant past success in supporting industry. 2001/2002 proved to be another year marked by FDC achievement. Although the approval procedure for the strategic plan, required FDC to realign a portion of its resources from vital client activities, it is still able to proudly report the following success:

III-1 Economic Development Impact

Using the economic development model designed by the Manitoba Bureau of Statistics, FDC is proud to report, that as a result of its activities, Manitoba is expected to realize:

A contribution of $1,090,000 in GDP and $99,000 in provincial taxes over the next five years.

III-2 Business Plan Milestones

- ***Deliverables***

Deliverable	*1997/1998 Annual Baseline*	*1998/1999 Annual*	*1999/2000 Annual*	*2000/2001 Annual*	*2001/2002*	*Total*
New Food Products	10	17	35	14	13	89
New Employment Opportunities	10	50	46	29	10	145
Individuals Trained	166	246	624	378	540	1954
Process and Product Dev. Projects	26	65	194	35	27	347

- ***Implementation of revised human resource policies including the movement of salary scales to a level equivalent with mainstream government;***

  During 20001/2002, FDC was successful in moving its salary scales to be equivalent to those of government. It also re-structured its employment agreement to provide a more permanent contractual agreement.

- ***Approve funding in the amount of 1,321.5***

  This level of funding was approved enabling FDC to implement the changes to its human resource strategy and to correct many long-standing operational issues.

- ***Implementation of a nutritional labelling service line, year 1 of the capital acquisition plan, the initiation of facility renovations, approve funding to enable FDC to participate in the desktop management program.***

  These milestones were deferred to 2002/2003 pending the final approval of the Strategic Plan

- ***New Food Products***

  FDC's technical staff facilitated the development of the following **13** food products:

13 New Food Products

- ***New jobs***

FDC is pleased to report the following distribution of the **10** new employment opportunities created throughout Manitoba as a result of its activities:

Location	Jobs Created:
Winnipeg	3
Outside Winnipeg	7

- ***New/Expanded Businesses***

FDC facilitated and/or assisted in the following development or expansion of agri-food businesses within Manitoba:

➢ Winnipeg/Portage	hemp beverage, hemp snack, hemp butter
➢ Headingley	blueberry tea, beverages, fruit leather
➢ Winnipeg	honey butter
➢ Winnipeg	beets, pickles
➢ Winnipeg	candies
➢ U.S.A. (Oregon)	gelatin
➢ St. Agathe	Belgium cookies
➢ Winnipeg	oatmeal cookies
➢ Vancouver	healthy bar
➢ Belleview	fruit cakes
➢ Winnipeg	honey dill
➢ Petersfield	saskatoon syrup, saskatoon juice, saskatoon jam
➢ Winnipeg	honey bread
➢ Winnipeg	specialty oils e.g. rosehip, garlic, oat
➢ St. Francois Xavier	short bread
➢ Winnipeg	chepetis bread
➢ Winnipeg	antipasto
➢ Portage la Prairie	pea starch
➢ Winnipeg	baked beans

III.3 Progress against Agency Goals

- ***To provide up-to-date, unbiased technical information to the agri-food industry, with emphasis on leading-edge technologies in product and process development.***

> *"Knowledge is of two kinds: we know a subject ourselves, or we know where we can find information on it." – Johnson*

- FDC's librarian continues to respond to an ever-increasing number of requests for information and literature regarding existing and emerging technologies in food production and processing.

- The FDC library continues to acquire new library resources covering all areas of food science and technology, subjects that staff, clients, university staff, and students have come to expect information on from the FDC library.

- FDC's program of educational and technical workshops continues to provide industry with important tools for growth and development.

- With extensive assistance from MAF's information technology department, FDC's website was redesigned and restructured. New features on the web-site include past and upcoming seminars, FDC's library catalogue, FDC's newsletter the *agora* and frequently used food industry, food safety and government links.

Month	Number of Website Hits	Percent increase in Website Hits
October 2001	74	-
November 2001	833	+1025%
December 2001	967	+16%
January 2002	1683	+74%

- FDC has been assisting the Marketing and Farm Business Management Branch of MAF in updating the excellent client resource, the *Kitchen to Market* pack, which is know as the Blue Box. MAF and the FDC Library regularly lend out the Blue Box to food product entrepreneurs. The Librarian contributed valuable insight and assistance in reviewing the contents of the Blue Box and gained knowledge of many new resources available to Manitoba agri-food processors and producers.

- ***To provide education and training to industry through technical seminars and workshops.***

  During 2001/2002 FDC presented the following 9 seminars to 540 attendees.

  - *HACCP* - This course consisting of a one-day pre-requisite program and a two-day main program, provides regular updates to the Manitoba Food Industry on this food safety system. This course is made possible through the close co-operation between FDC, MAF and the University of Manitoba.

  - *Nutritional Labelling* - This was a brief update on the latest labelling regulations.

  - *Western Canadian Food Conference* - Thinking outside the bag was the theme and it presented the latest information on consumer trends, food safety, biotechnology, nutritional labelling and health claims, and sales opportunities in the retail and food service markets. FDC was part of the organizing committee to bring this event to Manitobans. Colleagues and co-workers joined in attending this conference on food safety, food retailing in Canada and genetically engineered crops. The sessions were an excellent medium to enable FDC to remain updated on the trends and issues important to colleagues and FDC clients. John Ritz, a FDC client received a Genesis award.

  - *Herb Workshop*- Richard Allan Miller, the workshop facilitator, is an herb processor, consultant and author. His presentation featured guidelines on developing a farm plan with a producer's current infrastructure as well as developing a marketing plan for specialty crop markets and specialized technical information on storage and processing of herbs. The initial contact between the herb producers and Richard was made at another FDC initiated and organized event (the 2000 Nutraceutical Conference and the St. Boniface Research Centre). The Herb Society asked FDC to make this second workshop possible and was very appreciative of the outcome. Many farmers are currently realizing, or are interested in, finding profit in herbs and other speciality crops.

  - *Water and WasteWater seminar* - FDC, Manitoba Hydro and MFPA hosted this workshop which showcased waste and wastewater experts in the food processing industry from across North America. The seminar led some Manitoba companies to further investigate the adaptation of ozone technologies for bacterial treatment. Seagram Distillers Ltd. is currently working with one of the seminar speakers on evaluation the wetlands technology. Specifically, the seminar focused on the following key areas: process integration techniques to recover thermal energy and water, the role of ozone in minimizing wastewater production, application of membranes to recover products from wastewater, novel end-of-pipe treatments which produce biofuels and eco-efficiency assessments for manufacturing facilities. The seminar also served as the setting for the announcement by Minister

Sellinger and Manitoba Hydro of a new eco-efficiency program.

- *Distillation Workshop* - In collaboration with NRC-IRAP and Pope Scientific Inc of Wisconsin, FDC organized a one-day workshop examining the method for extracting and fractionating bioactives. The workshop provided manufacturers of herbs, spices and nutraceuticals with practical knowledge of distillation technology. The focus was on the principles, applications and economic considerations of distillation and related technologies.

- *Workshop on Developing Functional Foods* -The workshop was held in collaboration with Canadian Institute of Food Scientists and Technologists, National Research Council and the University of Manitoba. It examined the role of functional ingredients and developing functional ingredients.

- *Western Canadian Medicinal and Aromatic Plant Conference* - This was a priority event for those involved in the production, processing, utilization, research or marketing of prairie medicinal and aromatic plants. Industry leaders promoted in-depth discussion on every step in the value-added chain. It was very well received by almost 150 delegates from across the country. Some delegates from the Manitoba Herb Society indicated that a new business was started as a direct result of the conference.

- Cheese Making - This course offered in partnership with the U of M and MAF attracted attendees from Bothwell Dairy Coop, CFIA and Parmalat. The focus of this course was on the manufacture of cheese. Lectures and practical sessions were also included to provide necessary information on milk microbiology and chemistry, culture technology, cheese process technology and quality.

In addition to the direct benefits of increased knowledge and leading edge technology provided to Manitoba industry, industry often receives many direct connections to further their production capabilities. For example:

- As a result of the Developing Functional Food Products conference held on February 25, 2002, a Manitoba firm is now working with a presenting company on the use of inulin for developing shelf-stable honey-butter spread.

- As a result of the one-day workshop examining the method for extracting and fractionating bioactives, a Manitoba firm is now holding discussions with Pope Scientific on the use of technology for extraction of a nutraceutical component from hemp. FDC is also working with Northern Nutraceutical Inc., a Saskatchewan firm and attendee of the workshop, on extraction and fractionation of borage seed oil as a result of the workshop.

- ***To provide technical and federally accredited pilot plant services for the production of safe and wholesome food products.***

  The approval of the Strategic Plan facilitates the rejuvenation of FDC's facilities to bring its clients CFIA accreditation. In the mean-time, FDC has utilized its technical expertise and existing facilities to enable 13 clients to develop and produce their individual product lines.

- ***To create awareness of value-added processing of agri-food commodities and promote the capabilities of the Food Development Centre.***

  - FDC re-established the publication of a quarterly newsletter, the *agora,* which was circulated to over 3,000 Manitobans who are either in the food industry or in food related fields.

  - FDC will extensively use its website to promote its capabilities and to demonstrate and advertise the potential of the agri-food industry within Manitoba.

  - FDC and MAF staff combined their expertise to develop a new corporate FDC brochure that is depicted on the front cover of this report. FDC also developed a new promotional booth that was showcased in the first quarter of 2002/2003.

  - FDC's marketing and education line is dedicated to the creation of public awareness.

Activity	*Actual for the year ending March 31, 2002*	*Target for the year ending March 31, 2002*
Attend and display at Tradeshows in Manitoba	10	8
Present Seminars	9 seminars 540 Attendees	6 200
Attend technical, relevant industry Food Shows	3	4
Create new Promotional Items	Created FDC display booth	2 per year
Client Survey	Deferred until completion of strategic plan	1 per year
Newsletter	2	2
E- Commerce	Developed working plan/examined "mirror site" option	

- ***To promote the creation of a seamless agri-food development process within Manitoba Agriculture and Food, from idea conceptualization to product marketing.***

  The positive synergies resulting from FDC joining the MAF team has become evident to both clients and staff of both organizations.

  - FDC's librarian created a partnership with other libraries within the department, whereby FDC co-ordinates the cataloguing of all libraries. This has resulted in reduced duplication of effort, more efficient utilization of resources and stronger partnership synergies.

  - PCR Testing – Working together, FDC and MAF staff developed a new testing method for seed potatoes which is a $20,000,000 industry in Manitoba. Effective disease management is essential to maintain the quality of processed potato products. The success of the industry is built upon a reputation of producing high quality disease-free seed potatoes. Over the past number of years, increased virus levels in seed potato crops from many parts of North America has decreased the confidence level. It is estimated that over the past 10 years, Manitoba grown seed has lost 20% of the market share in Manitoba due to potato virus problems.

    Because of this, industry in Manitoba expressed an interest in exploring new diagnostic technology, PCR-based techniques that can be used to test tuber, leaf, and aphid samples. No other method has this range of sample versatility. Since PCR-based tests can be performed using dormant tuber tissue, results can be obtained more timely compared to methods that require sprouting of tubers. Preliminary results from this project demonstrate that PCR based methods for PVY and PLRV detection may provide a relatively fast alternative to winter grow-out and ELISA post harvest testing.

- ***To ensure co-ordination and effective use of resources across the agri-food sector through liaising with industry, academia and government.***

  Building on its unique ability to forge strong strategic partnerships, FDC staff:

  - worked in conjunction with Manitoba Hydro and the Energy Diversification Research Laboratory in Montreal to develop advanced drying technology for food product application. The work involves evaluation of equipment to meet food application standards and participation in the field trials of the prototype using Parrheim Foods starch;

  - worked on evaluations of non-solvent technology (Friolex Process) for oil extraction. This will give Manitoba access to a leading-edge non-chemical process that will result in higher oil yields than the current cold-press process;

- in conjunction with NRC-IRAP, established an Agri-food Research and Development Group in Manitoba;

- in collaboration with NRC-IRAP, worked with the Manitoba Agri-Food Research group to complete an extensive evaluation of the Manitoba food industry including critical issues, strength and weakness of the industry and its research institutions.

- ***Financial Results:***

FDC is pleased to report a continued strengthening in its financial position with a net income of $75.0. This surplus is due to the careful management of resources and arises from external fee for service revenue. FDC intends to utilize this surplus to cover past expenses and to help fund next year's costs of long term financing.

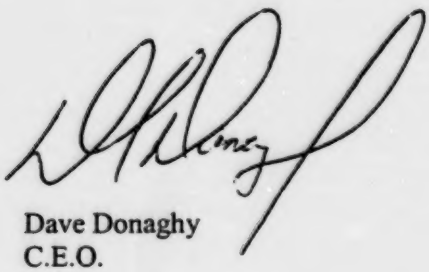
APPENDIX I. AUDITED FINANCIAL STATEMENTS

Responsibility for Financial Reporting

The Agency is responsible for preparing the financial statements and other financial information in the Annual Report. This responsibility includes maintaining the integrity and objectivity of financial data and the presentation of the Agency's financial position and results of operations in accorance with generally accepted account principles. The financial statements include amounts that are based on management's best estimates and judgements. The Agency's financial statements have been audited by The Exchange, independent external auditors.

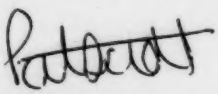
The Agency maintains a system of internal controls throughout its operation that provides reasonable assurance that transactions are authorized, properly recorded and reported, and those assets are safeguarded.

The Advisory Board meets regularly with management to review accounting practices, financial reporting, and to discuss audit results. The auditors have free and full access to this Board, to discuss the results of their audit and their views on the adequacy of internal controls and the quality of financial reporting.



Dave Donaghy
C.E.O.

June 12, 2002



Pat Scott
General Manager

June 12, 2002

FOOD DEVELOPMENT CENTRE

Financial Statements
(In Thousands)

Year Ended March 31, 2002

FOOD DEVELOPMENT CENTRE

Index to Financial Statements

Year Ended March 31, 2002

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THE EXCHANGE

chartered accountants

AUDITORS' REPORT

To the Special Operating Agencies Financing Authority

We have audited the balance sheet of Food Development Centre , an Agency of the Special Operating Agencies Financing Authority, Province of Manitoba as at March 31, 2002 and the statements of income and retained earnings and cash flows for the year then ended. These financial statements are the responsibility of the centre's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the centre as at March 31, 2002 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

THE EXCHANGE

chartered accountants

Winnipeg, Manitoba
June 12, 2002

100-123 Bannatyne Ave., Winnipeg, Manitoba R3B 0R3
Telephone: (204) 943-4584 Fax: (204) 957-5195
E-mail: info@exg.ca Website: www.exg.ca

FOOD DEVELOPMENT CENTRE

Balance Sheet
(In Thousands)

March 31, 2002

	2002	2001
ASSETS		
CURRENT		
Cash	$ 2	$ 2
Accounts receivable *(Note 3)*	232	181
Prepaid expenses	35	31
	269	214
FIXED ASSETS *(Note 2, 4)*	229	326
CASH HELD ON DEPOSIT *(Note 5)*	27	27
SEVERANCE RECEIVABLE FROM PROVINCE *(Note 11, 12)*	41	41
	$ 566	$ 608
LIABILITIES		
CURRENT		
Working capital payable	$ 257	$ 400
Accounts payable and accrued liabilities	85	65
Accrued vacation pay *(Note 7)*	87	93
Unearned revenue	34	30
	463	588
SEVERANCE LIABILITY *(Note 11)*	58	50
	521	638
RETAINED EARNINGS (DEFICIT)	45	(30)
	$ 566	$ 608

FOOD DEVELOPMENT CENTRE

Statement of Income and Retained Earnings
(In Thousands)

Year Ended March 31, 2002

	2002	2001
REVENUE		
Contract - Province of Manitoba	$ 1,322	$ 912
Contract - National Research Council	50	43
Fee for service	187	235
Consulting and training services	68	104
Lease income	104	33
Interest and other income	109	137
	1,840	1,464
DIRECT OPERATING EXPENSES		
Lab supplies	45	47
Purchased services	39	85
Travel	80	66
Salaries	935	832
Postage, courier and telephone	44	38
Printing and stationery	18	19
Marketing	72	43
Library	54	51
Satellite Office	5	-
	1,292	1,181
	548	283
ADMINISTRATIVE EXPENSES *(Page 9)*	426	449
INCOME (LOSS) FROM OPERATIONS	122	(166)
OTHER INCOME (EXPENSES)		
Write down of other assets	(47)	(5)
Gain on disposal of fixed assets	-	41
Deficit funding - Province of Manitoba	-	100
	(47)	136
NET INCOME (LOSS)	75	(30)
DEFICIT - BEGINNING OF YEAR	(30)	-
RETAINED EARNINGS (DEFICIT) - END OF YEAR	$ 45	$ (30)

FOOD DEVELOPMENT CENTRE

Statement of Cash Flows
(In Thousands)

Year Ended March 31, 2002

	2002	2001
OPERATING ACTIVITIES		
Net income (loss)	$ 75	$ (30)
Items not affecting cash:		
Amortization	76	78
Gain on disposal of assets	-	(41)
Write down of other assets	47	5
	198	12
Changes in non-cash working capital:		
Accounts receivable	(51)	13
Cash held on deposit	-	(26)
Receivable from the Province of Manitoba	-	321
Severance pay receivable from Province	-	42
Prepaid expenses	(4)	11
Accounts payable	20	(50)
Accrued vacation pay	(6)	(18)
Severance pay liability	8	(36)
Unearned Revenue	4	(17)
	(29)	240
Cash flow from operating activities	169	252
INVESTING ACTIVITIES		
Additions to fixed assets	(26)	(49)
Proceeds on disposal of fixed assets	-	142
Cash flow from (used by) investing activities	(26)	93
FINANCING ACTIVITIES		
Decrease in capital lease obligation	-	(41)
Cash flow used by financing activities	-	(41)
INCREASE IN CASH FLOW	143	304
DEFICIENCY - Beginning of year	(398)	(702)
DEFICIENCY - End of year	$ (255)	$ (398)
DEFICIENCY CONSISTS OF:		
Cash	$ 2	$ 2
Bank indebtedness	(257)	(400)
	$ (255)	$ (398)

1. NATURE OF ORGANIZATION

Established in 1977, as part of the Manitoba Research Council, the Food Development Centre serves the agri-food industry by providing a wide range of services in the food, feed and beverage industries. Food Development Centre offers food product development research, testing services and assistance with technology transfer to enable industry to efficiently and economically produce high quality foods.

Effective April 1, 1996, the Food Development Centre was designated as a Special Operating Agency by regulation under The Special Operating Agencies Financing Authority Act made by the Lieutenant Governor in Council.

The Agency is financed through the Special Operating Agencies Financing Authority (SOAFA). The Financing Authority has the mandate to hold and acquire assets required for and resulting from Agency operations. It finances the Agency through repayable loans and working capital advances. The financial framework enables the Agency to operate in a business-like manner according to public policy expectations.

A Management Agreement with the Financing Authority assigns responsibility to the Agency to manage and account for the Agency-related assets and operations on behalf of the Financing Authority.

The Food Development Centre is a part of the Department of Agriculture and Food under the general direction of a General Manager and Chief Executive Officer, and ultimately the policy direction of the Deputy Minister and Minister.

The Food Development Centre remains bound by relevant legislation and regulations.

The Food Development Centre is economically dependent upon the Province of Manitoba, as it derives a significant portion of its revenue from the Province.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles. Because a precise determination of many assets and liabilities is dependent upon future events, the preparation of financial statements for a period necessarily involves the use of estimates which have been made using careful judgement. The financial statements have, in management's opinion, been properly prepared within the reasonable limits of materiality and within the framework of the significant accounting policies summarized below:

Basis of Reporting

The financial statements of the Agency are presented in accordance with Canadian generally accepted accounting principles.

(continues)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Fixed Assets

Fixed assets assumed as part of the conversion to a Special Operating Agency, April 1, 1996 are stated at their estimated fair value as determined by the Province. Fixed assets are stated at cost less accumulated amortization. Fixed assets are amortized over their estimated useful lives at the following rates and methods:

Equipment and sign	20%	declining balance method
Computer hardware and software	20%	straight-line method
Signage	20%	declining balance method

Other Assets

Research and development costs are expensed as incurred.

Revenue Recognition

Fee for service revenue is recognized on percentage of completion basis.

All funds received and due from the Province of Manitoba at year end have been recognized as income in the current year.

3. ACCOUNTS RECEIVABLE

The accounts receivable balance is comprised of the following amounts:

	2002	2001
Trade accounts receivable	$ 292	$ 243
Allowance for doubtful accounts	(61)	(65)
Work in progress	-	3
	$ 231	$ 181

4. FIXED ASSETS

	Cost	Accumulated amortization	2002 Net book value	2001 Net book value
Equipment and sign	$ 397	$ 204	$ 193	$ 271
Computer hardware and software	138	102	36	55
	$ 535	$ 306	$ 229	$ 326

Included in fixed assets is equipment with a net book value of $1 (2001 - $100), which is being leased to clients of the Food Development Centre.

5. FUNDS HELD ON DEPOSIT

Effective April 1, 2000, the assets and liabilities of the analytical services division were sold to Norwest Soil Research Ltd. The Agency has received a $25 deposit from Norwest Soil Research Ltd. as part of the sales agreement. Under the agreement, Norwest must maintain certain levels of revenue from work performed in the Province of Manitoba for a period of five years from the effective date of the agreement. If they fail to meet these conditions, the deposit and accrued interest are forfeited to the Food Development Centre.

6. WORKING CAPITAL PAYABLE

The Agency has an authorized line of working capital of $1,000 of which $257 was used as at March 31, 2002 (2001 - $400 was used).

7. ACCRUED VACATION PAY

The employees of the Food Development Centre are entitled to vacation pay in the current year, based on the prior year's employment. A provision for this liability has been recorded in the financial statements.

8. DEFICIENCY IN ASSETS

The Special Operating Agencies Financing Authority and the Manitoba Provincial Government entered into a Transfer Agreement respecting the transfer, from the Provincial Government to the Financing Authority, of the net assets required for the continuing operations of the Food Development Centre. As at April 1,1996, the date of transfer, the liabilities assumed exceeded the value of the assets in the amount of $35. This amount was recorded as the deficit at April 1, 1996.

9. PUBLIC SECTOR COMPENSATION DISCLOSURE

It is a requirement of the Public Sector Compensation Disclosure Act that annual public disclosure be made of individual compensation exceeding $50 annually to any officer or employee of the Province of Manitoba. the following employees received compensation in excess of $50:

	2002	2001
Utioh, Alphonsus - Manager Product and Process Development	$ 92	$ 80
Scott, Pat - Controller/General Manager	79	72
Schmulgen, Markus - Business Development Co ordinator	54	58
Offet, Gerald - Former General Manager (Interchange Agreement)	79	-

10. COMMITMENT

The Food Development Centre is obligated to make payments to Workers Compensation for an employee currently on disability. The total financial impact impact on the Centre is not determinable since the length of time the payments will be required is unknown.

The Centre has not entered into a lease agreement with the Province of Manitoba for its premises.

11. SEVERANCE LIABILITY

Effective April 1, 1998, the Agency is recording accumulated severance pay benefits for its employees. Severance pay is determined by multiplying years of service, to a maximum of fifteen years, by the weekly salary at date of retirement, provided the employee reaches nine years of service and retires from the Agency. The estimate is based upon the method of calculation set by the Province of Manitoba.

The Province has accepted responsibility for the severance benefits accumulated by the Agency's employees to March 31, 1998. Accordingly, the opening severance pay liability balance as at April 1, 1998 of $83 was completely offset by a receivable from the Province. An adjustment was made in 2001 to reduce the receivable from the Province to $41. There are no terms of repayment for this receivable, and the amount will remain fixed at $41.

12. SEVERANCE RECEIVABLE FROM PROVINCE

The receivable from the Province of Manitoba is for severance pay benefits earned by the employees of Food Development Centre to March 31, 1998. The receivable, or portion thereof, will be collected in the event that there is a cash shortfall. However, this in only likely to happen on the dissolution of the Food Development Centre.

13. PENSION LIABILITY

In accordance with the provisions of The Civil Service Superannuation Act, employees of the Agency are required to contribute to the Civil Service superannuation fund at prescribed rates for defined benefits. The Agency matches the employees' contributions to the Fund. Under this Act, Food Development Centre has no further pension liability. The amount contributed and expensed by the Agency in the current year was $39 (2001 - $35).

14. FINANCIAL INSTRUMENTS

The centre's financial instruments consist of cash, accounts receivable, investment, accounts payable and accrued liabilities. Unless otherwise noted, it is management's opinion that the Centre is not exposed to significant interest, currency or credit risks arising from these financial instruments. The fair value of these financial instruments approximate their carrying values, unless otherwise noted.

FOOD DEVELOPMENT CENTRE

Administrative Expenses
(In Thousands)

Year Ended March 31, 2002

	2002	2001
ADMINISTRATIVE EXPENSES		
Advisory committee fees	$ -	$ 1
Accreditation and licensing fees	3	3
Amortization	76	78
Professional fees	10	33
Bad debts	22	26
Occupancy expenses	211	196
Computer expenses	9	17
Equipment operating costs	27	30
Fees and memberships	6	6
Repairs and maintenance	16	16
Insurance	24	22
Interest	2	10
Staff training	15	8
Staff relocation	5	3
	$ 426	$ 449

Variance Analysis

Contract – Province of Manitoba - reflects an increase in the level of funding from last year under FDC's economic development Contract with the Province, as approved in the business planning process. Funding for capital and desktop from the Province was deferred until next fiscal year, resulting in being under budget in both categories.

Fee-For-Service - is under budget due to the time required to fill vacant positions. Even working under these constraints, FDC was able to attain 80% of the fee-for-service target that it had projected based on full staffing.

Contract – NRC – FDC was successful in reaching its target of $50.0 even with the unfilled employment positions.

Other Income - includes cost recoveries for a secondment to Intergovernmental Affairs totaling $92.7 which had not been included in the budget, and interest on term deposits totaling $8.9.

Consulting – FDC was very successful in reaching 97% of its target of $70.0 due to nine seminars being presented during the year totaling $36.9, and continued consulting services for Leaf Rapids Town Properties totaling $31.1.

Lab Supplies – were over budget as start up supplies were purchased for the new specialized testing projects.

Purchased Services – were under budget as contracted services for Product Development were no longer available.

Travel – is considerably over budget due to required business development visits to clients and other centres.

Salaries – are under budget due to unfilled positions. They include the 3% wage parity with government effective April 1, 2001 and costs for a secondment to Intergovernmental Affairs. This secondment ended in January 2002.

Computer - costs are under budget due to deferral of planned conversion to desktop.

Trade Shows and Advertising Space – considerably under budget due to involvement of Business Development Manager in strategic planning process and deferral of activities until strategic plan was approved.

Library Operating – over budget due to increased usage of library, and increased costs of resources from the United States.

Satellite Office – costs are under budget due to delay in opening office, which did not occur until mid-year.

Amortization – were under budget due to delay in capital funding and purchasing.

Bad Debts – were over budget due to major client which filed bankruptcy and was unable to continue to make equipment lease payments totaling $15.0.

Staff Training - costs are lower than budget due to staff vacancies. The long-term effect of this is a reduction in FDC's capabilities to provide leading-edge technology to industry.

Real Estate - costs are over budget due to an increase in cost of the building contract with Government Services, not known at the time of preparation of the budget.

Building Repairs/Maintenance - cost are over budget due to repairs to aging building.

ADVISORY BOARD MEMBERS

Don Zasada	*Deputy Minister of Manitoba Agriculture and Food with extensive experience in both provincial and Federal governments.*
Ken Einarson	*a former Vice President and General Manager of Simplot Canada, with a wealth of general business management expertise.*
Sid Gordon	*a successful mixed grain and livestock operator whose background in formulating farm policy includes chairing the Grains 2000 Task Force, with specific emphasis on the value-added segment of the report.*
Marjorie Jarvis	*a Manitoba small business owner who has been acknowledged for significant contributions to the Manitoba economy.*
Dave Donaghy	*Chief Executive Officer for FDC-a senior executive with significant agriculture and management experience.*

SECTION VII. HUMAN RESOURCES – FDC STAFF

Alok Anand
M. Sc.
Process Development Consultant

Jacqueline Bennet
Business Development Assistant

Dave Donaghy
Agrologist, Ph. D.
CEO

Rene Duchesne
Pilot Plant Technologist

Gord Gherasim
Pilot Plant Maintenance Supervisor

Marcia Guick
Pilot Plant Technician

Alana Henuset
Product Development Consultant

Leslie Hudson
B.Sc.
Product Development Consultant

Shelley Lagassé
B.Sc.
Product Development Consultant

Diane Miller
Business Development Assistant

Linda Petriuk
B.Sc.,B.A.,M.L.I.S.
Librarian

Jiancheng (John) Qi
B.Sc.
Process Development Consultant

Markus Schmulgen.
P.Ag.,M.Sc.,B.Comm.
Business Development Manager

Pat Scott
CMA
General Manager

Audrey Shaw
Office Co-ordinator

Alphonsus Utioh
M.Sc.,P.Eng.
Product & Process Development *Manager*

Qun (Chin) Wei
M.Sc.
Product Development Consultant

Linda Wiebe
Receptionist